

Workers' Compensation Document Handling Kaizen Event Report Out



By: Cumulative Trauma Team
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Background

Clair Cramer

- The Workers' Compensation Division of Iowa Workforce Development was looking for ways to streamline and improve the document management process.
- 23,000 First Reports Of Injury
- 4,800 Settlements
- 3,700 Arbitration Petitions
- 370 Alternate Care Petitions
- 2,000 Rulings
- 725 Arbitration Decisions
- 400 Appeal Decisions
- The Division, with 26 people, is buried in paper!



Cumulative Trauma Team Members

Dennis Schwartz

Team Leader:

Dennis Schwartz, IWD

Team Members:

Chris Godfrey, IWD, Workers' Comp

Jim Christiansen, IWD, Workers' Comp

Anne Clark, Defense Attorney, Hopkins &
Huebner, PC

Clair Cramer, IWD, Workers' Comp

Tami Evans, EMC Ins. Co.

Clif Fairchild, IWD, IT

Cyrilla Gregory, IWD, Workers' Comp

Penny Maxwell, IWD, Workers' Comp



Cumulative Trauma Team Members

Dennis Schwartz

Miki McGovern, IWD, Workers' Comp

Sharon Ortega, IWD, Workers' Comp

Tom Palmer, Claimant's Attorney,
Lawyer, Dougherty, Palmer &
Flansburg, PLC

Janna Polite, IWD, Workers' Comp

Brenda Robinson, IWD, Workers' Comp

Marji Shade, IWD, Workers' Comp

Stephanie Stoltz, IWD, Workers' Comp

Consultant:

John Helbling, Alliant Energy



Objectives

Marji Shade

- Determine best allocation of work based on individual skills.
- Determine work quality and efficiency balance in documents and documentation.
- Leverage electronic tools within existing and proposed technology.
- Increase constituent presumption.



Goals

Sharon Ortega

- Map the Workers' Compensation Process and identify the related document handling opportunities.
- Reduce number of hand-offs by 15%.
- Reduce number of process steps by 15%.



Kaizen Methodology

Stephanie Stoltz

- Clear objectives
- Team process
- Tight focus on time
- Eliminate waste
- Quick & simple
- Creativity vs. capital
- Immediate results (“quick wins” to add value)
- 5S “mindset” – sort, set order, shine, standardize, sustain -- to support event activities

Old Process

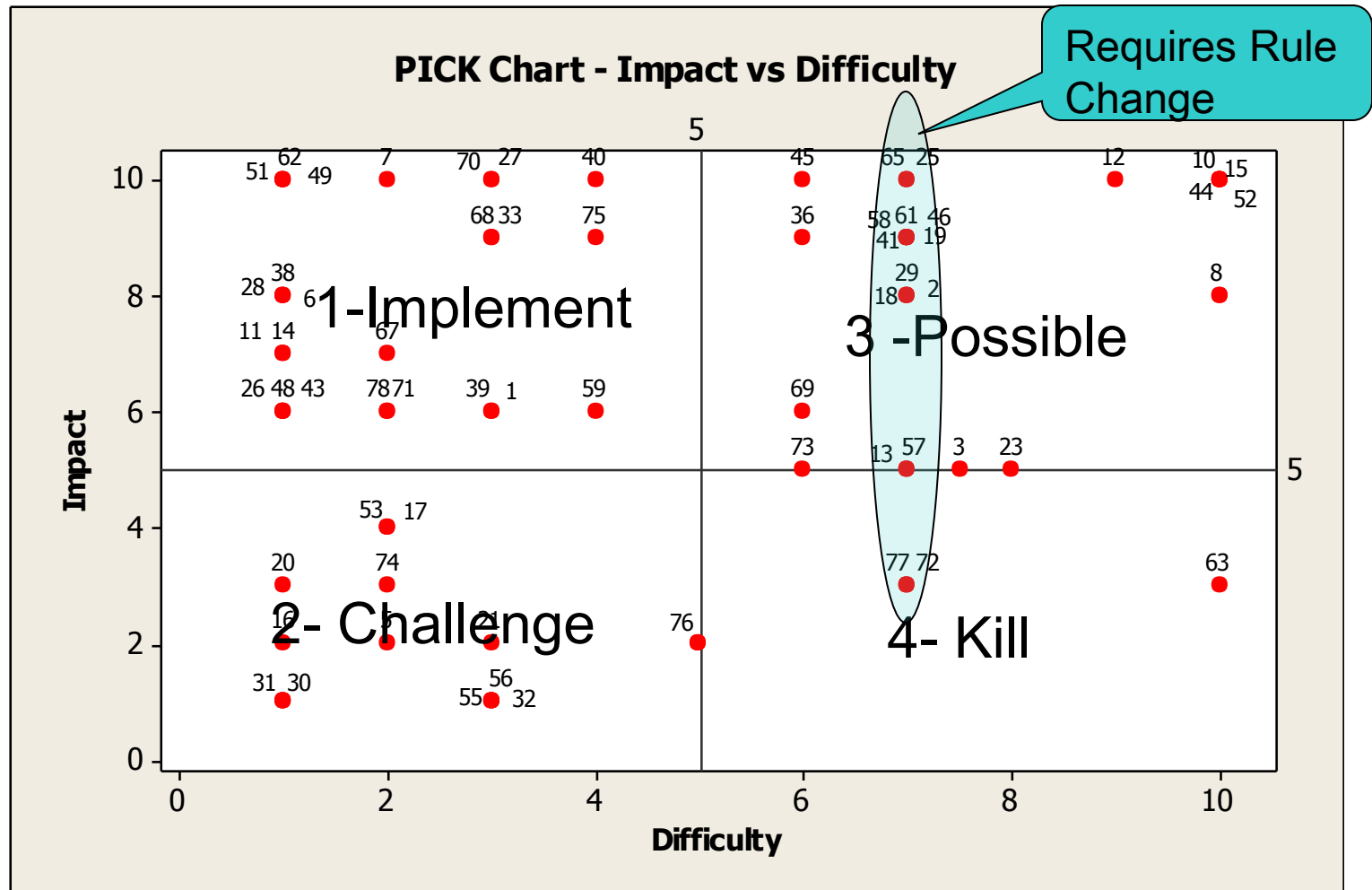
Penny Maxwell



Trauma set in after we found it was un-mapped and it had:

- 5 major areas with
- 317 process steps with
- 119 handoffs and
- covered the walls in 3 conference rooms.

Assessed 78 Potential Solutions





New Process

Cyrilla Gregory

Still has 5 major areas but with:
fewer (30.3%) process steps with
fewer (32.7%) handoffs
still covering 3 different conference rooms.

Will result in reduced lead time

Improved customer service

Results/Claim Entry Process

Tami Evans

	Old	New	% Change
# of Steps	57	46	19.3
# of Handoffs	10	8	20.0
# of Loopbacks	0	0	NA
# Delays	8	8	0.0
# Value Added	11	11	0.0
# Storage/Filing	4	4	0.0
# of Decisions	13	12	7.7



Results/ Alt Care Process

Tom Palmer

	Old	New	% Change
# of Steps	32	25	21.9
# of Handoffs	11	8	27.3
# of Loopbacks	1	1	0.0
# Delays	4	4	0.0
# Value Added	3	3	0.0
# Storage/Filing	8	8	0.0
# of Decisions	6	6	0.0



Results/Hearing-Motion Process

Miki McGovern

	Old	New	% Change
# of Steps	91	49	46.2
# of Handoffs	21	13	38.1
# of Loopbacks	4	4	0.0
# Delays	12	8	33.3
# Value Added	3	3	0.0
# Storage/Filing	20	12	40.0
# of Decisions	11	6	45.5



Results/ Appeal Process

Chris Godfrey

	Old	New	% Change
# of Steps	87	69	20.7
# of Handoffs	41	31	24.4
# of Loopbacks	3	3	0.0
# Delays	11	11	0.0
# Value Added	4	4	0.0
# Storage/Filing	8	8	0.0
# of Decisions	12	11	8.3



Results/ Settlement Process

Marji Shade

	Old	New	% Change
# of Steps	50	32	36.0
# of Handoffs	18	8	55.6
# of Loopbacks	2	0	100.0
# Delays	8	3	62.5
# Value Added	2	2	0.0
# Storage/Filing	3	1	66.7
# of Decisions	15	10	33.3



Results/ Summary

Miki McGovern

	Old	New	% Change
# of Steps	317	221	30.3
# of Handoffs	119	68	32.7
# of Loopbacks	10	8	20.0
# Delays	43	34	20.9
# Value Added	23	23	0.0
# Storage/Filing	45	33	26.7
# of Decisions	57	45	21.1



Setting the stage

Chris Godfrey

- New “Paperless” system
 - An electronic filing & electronic case management system
 - Allows office to run without a paper flow & paper file system
 - Reduces storage costs
 - Reduces docket duties
 - Increases ease of use for customers
 - Reduces costs & duties for generation of orders, rulings, and notices



Potential Results/ Paperless

Chris Godfrey

	Old	New	% Change
# of Steps	317	115	63.7
# of Handoffs	119	56	44.6
# of Loopbacks	10	5	50.0
# Delays	43	28	34.9
# Value Added	23	23	0.0
# Storage/Filing	45	23	48.9
# of Decisions	57	25	56.1

Homework

Janna Polite

Item	Item Description
1	Increase number of generic/standardized templates
2	Simplify the briefing schedule on appeals
3	EDI entry create initial file for WCSO
4	Can't enter field unless correct – online validation
5	Reduce logs where transcriptionist's log data
6	Increase walk-in settlements
7	Reduce time between draft decision and mailing
8	Have 1 standardized system for log reports – for real-time reports
9	Eliminate rough draft copy of decisions to deputies – go directly to final.
10	Electronic filing of petitions
11	Person who opens mail should stamp, sort and distribute
12	Electronic work flow of all documents
13	Change way we update claimant info on WCSO
14	Assign presiding deputy to DSM venue cases 4 working hours before hearing
15	Paperless system

Homework Continued

Janna Polite

Item	Item Description
16	Eliminate received stamp
17	All files to W.P. are typed and e-mailed or dictated
18	Decisions should be e-mailed out
19	Pay filing fee electronically
20	Eliminate hard copy of decision to deputies
21	Every time a paper file is requested – determine if file is available electronically and use it
22	Have deputies assigned 2 months in advance in DSM area (combine w/14) Also, look at 50
23	No extensions on appeal briefs
24	If deputy types decision, do not send to W.P. (Preferred Type I waste)
25	Electronic service – acknowledge filing, etc...
26	Eliminate word processor having to clean up files.
27	cross-training to eliminate bottlenecks
28	Mail should be picked up from front desk 2 times per day.
29	Agreed to motion deemed approved without further action
30	Eliminate double logging of alt. care scheduling

Homework Continued

Janna Polite

Item	Item Description
31	Eliminate either filed stamp or signed & filed (both same date)
32	Deputies make more use of instant messaging
33	Get temp help for Penny to set backlog hearings and eliminate backlog
34	Allow mail to go out later in the day (not feasible)
35	Change timing on when case is removed from hearing schedule
36	Receive alt. care hearing faxes prior to the hearings
37	Get rid of litigation file # and use EDI file # (Duplicate)
38	Electronic filing of medical reports
39	Standardizing alt. care boiler plate (combine w/1)
40	Fix EDI to not override info in WCSO
41	Eliminate certified short & reporter sheets & entry into wcso
42	Eliminate rulings on extensions (combine w/14 & 22)
43	Better communication from deputies on urgent items
44	System to allow attorneys to schedule own hearings – prevent schedule if not within time constraints
45	Full time EDI coordinator & backup for Larry

Homework Continued

Janna Polite

Item	Item Description
46	Have hearings scheduled earlier in the process
47	Institute a fee for late settlements (refer to 14 & 22)
48	Reduce hand-offs in appeals
49	e-mail screen prints – eliminate hard copy
50	reorganize info on WCSO for multiple views (same as 13)
51	Settlement of cases on appeal should be approved by WCCA
52	Replace WCSO system
53	Deputies use checklist more consistently
54	Create system that flags default if not received (PARKING LOT)
55	Process checks on priority basis
56	Notify deputies of settlement as soon as possible
57	Fully submit appeals within 60 days
58	Electronic submission of settlements
59	Use “groove sessions” for hearings (optional)
60	If settlement submitted by counsel, either approve or return

Homework Continued

Janna Polite

Item	Item Description
61	Electronic settlement field validation
62	Backup to settlement deputy
63	Electronic appeals automatically assigned to deputy
64	Compliance administrator handles correspondence on settlements (preferred Type I waste)
65	Electronic filing generates docketing
66	No continuances requested unless emergency
67	Dictation software or voice recognition
68	Deputies have own laptops
69	Do away with transcripts in favor of video monitoring
70	Use electronic signatures on decisions and rulings
71	Eliminate short form & short form with additional analysis for appeal decisions
72	Files to district court go on disc, with paper certification
73	Exhibits submitted for hearings on disc (optional)
74	Revised hearing report accurately reflect issues for arbitration
75	Combine certification & letter, have signed by clerk (or whoever)



Parking Lot

Clif Fairchild

- Employer Compliance Process
- Medical Bill Disputes
- Feedback/Tracking of EDI status
- Case Management System to replace aging WCSO
- Integration of ERA Document Storage into new paperless process.



Lessons Learned

Jim Christiansen

- Eye-opener as to how complex the process really is. All of the backroom support room effort necessary.
- Interesting to see what happens within the process after it leave ones hands.
- We keep a number of logs with no apparent purpose.
- It explained why it takes so long to navigate the process.
- Learned that there are a lot of steps that we are doing, but that do not make a lot of sense anymore or we are not aware of it.



Lessons Learned


Jim Christiansen

- Everyone was open for change, very willing to explore ways to improve the process.
- Impressed with the fact that there are so very few value added steps in the process.
- Learned about the litigation process...cross-training.
- WCSO is totally outdated and not user friendly.
- It pays to ask “why” (5 x’s)?



Team Member Experiences

Anne Clark



We welcome your
questions and comments!



“Where there is no standard, there can be no Kaizen.” -- Taiichi Ohno

Comments

John Helbling, Alliant Energy